



Strategic Plan

of the

Scale Manufacturers Association

Approved At The
SMA Fall Meeting
November 10, 2001

INTRODUCTION

The first step in the SMA planning process was to conduct a Situational Analysis.

The focus was to define planning issues and trends in SMA's strategic environment that could spawn development of future Association roles, objectives, and strategies.

Mission Statement is the Association's reason for existence, fundamental purpose or outcome to be achieved, and scope of activity. It is "what" SMA's desires to create or to become over the long-term to benefit the members and industry it serves.

Strategic Objectives are the highest priority purposes of the Association. These strategic priorities amplify the Mission Statement and establish a set of core objectives that can remain relatively stable.

Master Strategies define "what" SMA should do to pursue its Strategic Objectives in a responsive manner. These strategies help to operationalize the Strategic Plan.

The Association's Mission, Strategic Objectives, and Master Strategies provide the cornerstone of SMA's value equation for its members. All SMA activities, initiatives, and resources should contribute to the successful pursuit of the Mission, Objectives, and Strategies. The Association's "core competencies" must be aligned with and responsive to these goals. Finally, the Mission, Objectives, and Strategies should be driven by the priority planning issues and related impacts and response options that will be defined as Step 1 in the planning process is completed.

SMA Mission Statement

Unify the industry, grow the use and application of weighing technology, serve members, and protect the public interest.

SMA Planning Issues

1. The "scale industry," as presently defined, is a mature and slow growth industry.
2. SMA traditionally has served U.S. manufacturers in the mature scale industry although the Association's By-Laws allow for a much broader membership.
3. The industry, many SMA members, and customers are becoming more global in their focus, position, and business strategies.
4. SMA members will benefit from a closer mutual recognition between OIML and U.S. regulations.
5. Many current and potential members do not see significant value in SMA membership.
6. SMA does little or nothing to promote the weighing industry products and services to user markets.
7. SMA has not marketed itself to current and potential members in an effective manner.

SMA Objectives

1. Advocacy: To promote policies that advance the technical and business interests of members.
2. Communications: To provide opportunities for members to communicate perspectives on market trends and industry issues.
3. Membership: To represent the full range of stakeholders in the weighing industry.
4. Promotion: To promote standardization in weighing as solutions in user application markets.
5. Relationships: To sustain strong relationships with public and private sector organizations that affect members' business interests.

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Strategies

- 1.1 Broaden and strengthen SMA's influence with weights and measures regulators both domestically and internationally.
- 1.2 Identify and prioritize policy areas most important and relevant to members to develop SMA's advocacy agenda.
- 1.3 Develop clear positions and strong advocacy strategies to represent members' interests on priority policy issues.
- 1.4 Explore expansion of SMA standards activities in response to targeted areas of need and opportunity (like avoidance of liability exposure).

Implementation

- 1.3 Develop clear positions and strong advocacy strategies to represent members' interests on priority policy issues.

Board of Directors to assess possible new advocacy positions based on member input. Particularly in marketing the use of Weighing. Use these to promote membership and establish communications programs.

Technical Advocacy – A well defined strength of SMA. Continue to do it (using Phil and Daryl and the Technical Committee).

OIML as the global standard. Work with NCWM to make it the US standard within the next few years to ease global approvals with one standard.

Continue to promote the new standards as valuable to the industry (e.g. Production meets type and USB standard).

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Strategies

- 2.1 Identify, define, and prioritize market trends and industry issues most important and relevant to communicate to members.
- 2.2 Develop a focused and credible statistics program to collect and disseminate key industry metrics.
- 2.3 Create industry information programs and services to fulfill the needs of member company CEO's and other senior management personnel.
- 2.4 Increase SMA's ability and effectiveness to communicate its objectives, roles, and value to current and potential member companies.

Implementation

2.2 Develop a focused and credible statistics program to collect and disseminate key industry metrics.

Establish a Statistics Committee to pursue it and provide pricing for various options.

Possible New Source for statistical support(e.g. check with Frost and Sullivan and other sources to do it for us. Examine other possibilities as well). Increases the value of membership for members.

Request Help from Mettler Toledo

Set up a metric for sales and growth globally and domestically.

2.3 Create industry information programs and services to fulfill the needs of Member Company CEO's and other senior management personnel.

Board to examine membership for publishers. Dues paid in kind (e.g. PR and ads that feature the value of weighing and promote SMA.

Possible Marketing Committee to determine how to sell the idea of weighing as a valuable thing to do (i.e. try and expand the market). Membership committee sells / markets SMA.

Promote SMA successes (e.g. the Compliance/Production meets type).

Use the SMA newsletter better to contain promotion of our accomplishments. Extol the virtues and good works of SMA.

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Strategies

- 3.1 Identify SMA's membership potential in both manufacturer and other segments of the industry (e.g., integrators, assemblers, dealers, distributors, and customers).
- 3.2 Develop effective membership recruitment strategies needed to increase SMA's membership among manufacturers and other industry stakeholder segments.
- 3.3 Align current and potential new SMA programs and services with the needs of all members.
- 3.4 Analyze the cost-value of SMA dues and create a compelling value proposition for all types of current and potential SMA members.
- 3.5 Ensure that SMA's organizational structure is able to attract, manage, and serve a larger and more diversified set of members in a highly effective and efficient manner.
- 3.6 Focus on identifying and fulfilling the needs of member company CEO's and other senior management personnel.
- 3.7 Ensure that the Association's name clearly reflects the nature of the members and the industry it serves.

Implementation

Establish a membership committee.

Convey the message SMA is not just for the “big companies.” It benefits the Weighing Industry, Some companies feel they get the benefit for free even though they are not members. Must develop a way to overcome this attitude. Possible risk of not being a member to encourage membership.

Develop the definition of eligible membership (Global?).

Explore a possible name change (SMA does not convey the current needs to expand).

Membership Committee can establish a task force on the name issue.

When ready, revisit and resell former members and potential members.

Start with list of 120 to whom we sent the PMT Standard

Look at Affiliations. Does this offer co-membership or other cooperation.

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Strategies

Implementation – Continued

3.4 Analyze Cost Value of SMA dues and create a compelling value proposition for a 1 types of current and potential SMA members.

Value now:

Technical Liaison between the industry (manufacturers) and the key government organizations
OWM/NIST/NCWM/etc.

Standards to make it easier and less costly to do business (e.g. Production meets type; USB Protocol; Etc.)

Networking (but it is weak and not promoted).

Value for the CEO (involvement is critical because they put up the money and their presence increases the vitality of the organization):

Networking (How can we strengthen it).

Statistics (purchase it since it is not something members want to do)

Topics of interest (now it is only the technical and government approval and update – most CEO's have a broader interest base, industry and business topics).

Push OIML as a global standard to reduce cost.

Must survey their needs (what do they want from the organization).

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Strategies

- 4.1 Identify and promote opportunities for and benefits of standardization to targeted markets.
- 4.2 Develop and promote appropriate positions on global standardization.
- 4.3 Promote existing and new applications of standards in targeted markets.

Implementation

Current initiatives are adequate for the present.
We should re-examine as time allows.

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Strategies

- 5.1 Develop and maintain relationships with organizations like OIML, NIST, NCWM, CECIP, ISWM, and SDA) who can contribute to SMA's success in representing and serving members.
- 5.2 Pursue affiliations with Canadian and Mexican manufacturers and their Associations.
- 5.3 Determine the type of relationships (like alliances, partnering, joint sponsorships, coalitions, and consolidations) SMA should pursue with targeted organizations.

Implementation

- 5.1 Develop and maintain relationships with organizations like OIML, HIST, NCWM, CEO.P, ISWM, SDA, etc.

Communication with the government related organizations are good to excellent.

The industry is flat to down. Affiliation is needed because companies cannot afford multiple membership. Some consolidation is inevitable, Can SMA fill the need?

Affiliations and plans to do them are a board responsibility. The board should seek to make contact and develop a plan with each identified organization and their appropriate board members).

Initial implementation may include joint meetings or meetings at the same time

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PRIORITIZED IMPLEMENTATION LIST

1. Analyze the cost-value of SMA dues and create a compelling value proposition for all types of current and potential SMA members. (3)
2. Identify SMA's membership potential in both manufacturer and other segments of the industry (e.g., integrators, assemblers, dealers, distributors, and customers). (3)
3. Develop clear positions and strong advocacy strategies to represent members' interests on priority policy issues. (1)
4. Develop a focused and credible statistics program to collect and disseminate key industry metrics. (2)
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